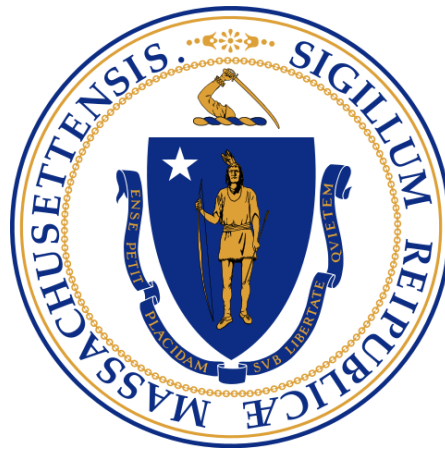


Division of Capital Asset Management and Maintenance

The Executive Office for Administration and Finance
Commonwealth of Massachusetts



Performance Report
Fiscal Year 2014

Carole Cornelison
Commissioner

Introductory Letter from the Commissioner

The Division of Capital Asset Management and Maintenance (DCAMM) is pleased to present our FY 2014 performance report under Executive Order 540, the Commonwealth's Performance, Accountability, and Transparency initiative.

DCAMM's mission and vision statements reflect a foundation of customer-focused continuous improvement:

"We support our client agencies and the people they serve by providing expertise and innovative solutions in the delivery of strategic integrated facilities management, construction, and real estate services."

"As stewards of state real property assets, and the strategic capital investments of the Commonwealth, we are dedicated to continuous improvement. Our approach reflects our belief in the strong connection between our buildings and the effective delivery of critical public services. We are a force for progress in our economy and in the quality of life for the residents of Massachusetts."

We strive for a team approach in all we do, working to eliminate functional "silos" to provide the highest level of service to our customers. Our team is comprised of the following major functions:

- **Executive Office – Commissioner Carole Cornelison and Dolores Randolph, Chief of Staff**
The Executive Office provides direction for overall policy, strategy and innovation for the agency in support of Administration priorities.
- **Office of Facilities Management and Maintenance (OFMM) – Ken Lortie, Deputy Commissioner**
OFMM oversees strategy and policies for Integrated Facilities Management (IFM) in five regions of the Commonwealth. Each region is overseen by an OFMM Regional Director. OFMM also includes building operations and engineering teams, an energy and sustainability team, a leasing office which provides space on the private market for state operations, and a state office planning function which supports DCAMM's new construction and renovation projects and helps our customers keep up with their changing space needs at existing facilities. OFMM also offers environmental engineering services to assist the

As an organization affiliated with the Executive Office of Administration and Finance (A&F), the Division of Capital Asset Management and Maintenance's goals reflect and bolster the commitments of A&F to bring about Better Finance, Better Health Care, Better Performance and Better Government.

This report was developed pursuant to Executive Order 540, Governor Patrick's directive to embed strategic planning and performance management across state government. The Group Insurance Commission's FY14 Performance Report describes progress achieved against the goals set out in its 2013-2015 Strategic Plan.

Please send feedback regarding this report to:
Kevin.Flanigan@state.ma.us

DCAMM team and other customer agencies in environmental assessment, cleanup, and permitting issues.

- **Office of Finance and Administration (OFA) – Bob Cahill, Deputy Commissioner**

OFA's role extends beyond standard finance and accounting functions to include preparation and management of DCAMM's annual capital investment plan, the second largest component of the Administration's annual capital plan after transportation. OFA also oversees our minority and women-owned business enterprises (M/WBE) and minority and women workforce compliance programs, information technology in partnership with ANF-IT staff (Geographic Information Services, Capital Asset Management Info Systems), central performance management and strategic planning services, and contracting and procurement services.

- **Office of the General Counsel (OGC) – Taran Grigsby, General Counsel**

OGC provides legal services in all aspects of DCAMM's facilities, construction, energy, and real estate operations. OGC also drafts and tracks new legislation, while overseeing our contractor certification unit which certifies roughly 1,500 contractors annually, allowing them to bid on public building projects, including those managed by cities and towns and other public awarding authorities.

- **Office of Planning, Design, and Construction (OPDC) – Liz Minnis, Deputy Commissioner**

OPDC is responsible for all aspects of capital planning for new facility construction and major renovations. Master planning is included under OPDC's responsibilities, which helps to guide multi-year strategic investment in our state facilities. The office manages all phases of individual projects – study, design, and construction, working in partnership with our customers and our private-sector designers and contractors from the earliest conceptual stages of the project through completion.

- **Office of Real Estate (ORE) – Dana Harrell, Deputy Commissioner**

ORE manages the acquisition, sale, and licensing of state real property on behalf of the Commonwealth. These can range from very small parcels of vacant state land to the private redevelopment of large surplus state hospital campuses. ORE works in partnership with local communities and other stakeholders, including the Legislature, impacted by these redevelopment efforts. ORE also partners with the Commonwealth's environmental agencies in the purchase of private lands for preservation of open space for our residents.

The performance data and supporting narrative that follows below in our FY 2014 MassResults report highlights many of our activities in these areas.

Carole Cornelison



Commissioner, Division of Capital Asset Management and Maintenance

DCAMM continues to make progress towards its strategic goals, and the sections that follow highlight key results and some specific actions taken in FY 2014 to improve performance against these goals.

Improving Customer Service: Increase service quality and customer satisfaction

- We expanded our customer feedback program within our DCAMM-managed buildings, with over 1200 survey responses received from three buildings during FY 2014. We are tracking efforts to address specific concerns raised by our customers in these surveys. We are expanding occupant surveys this year to other buildings.
- With a target of 85% in overall satisfaction of services provided by DCAMM, we are near (81%), but below our target. This customer feedback currently represents only building occupants.
- We will expand efforts to get more feedback on the balance of DCAMM-managed buildings, and all other DCAMM business units during FY 2015. We will also continue to implement follow up actions with our customers based on their feedback, and to supplement online surveys with face to face meetings with our customers.

Improving Facility Performance through Integrated Facilities Management (IFM): Improve performance and increase longevity of state facilities through Integrated Facilities Management

- FY 2014 saw a major expansion of facilities actively managed by DCAMM under our IFM model. As of the end of the first Quarter of FY2015, our IFM portfolio comprises 7.3 million square feet at 30 locations throughout the Commonwealth. These include the JP Hinton State Laboratory now operated by DCAMM on behalf of the Department of Public Health, along with all of the Massachusetts State Police barracks within the Central Region (Troop C). We have assumed management of the former National Guard Headquarters in Milford and are working with the Department of Correction and other Public Safety agencies on long-term planning for reuse of this building. We are in discussions with several other agencies interested in participating in this innovative program.
- FY 2014 saw our IFM Steering Committee (IFM SC) begin operating as an effective governing body over the IFM initiative. The Committee is made up of agency heads and other senior staff from a host of major agencies and secretariats. Key accomplishments of the IFM SC include adoption of Facility Management and Maintenance Standards developed by DCAMM. These standards guide activities in 17 key areas. These are principles that will apply to all state facilities pursuant to Executive Order 542 whether they are

managed directly by DCAMM or not. Also in FY 2014, the IFM Steering Committee approved an IFM chargeback model that will guide how facilities management and maintenance are funded under the IFM model.

- In FY 2014 DCAMM completed occupant surveys at three Government Center buildings. We are near our targets on a broad range of IFM performance indicators based on this customer feedback. We received high marks from occupants for security within these buildings. We need to improve heating, air conditioning, and ventilation within the buildings as occupant responses are below targets in those surveyed thus far. These improvements are likely to take significant capital investments over time. During FY 2015 we will continue to expand our survey program to other buildings managed by DCAMM.
- The condition of our DCAMM-managed portfolio in aggregate is good as measured by our Facility Condition Index (FCI) which is holding steady at around 10%. FCI calculations for specific facilities indicate a need for long-term investment plans at certain facilities to address deferred maintenance issues.
- In FY 2014 we began a formal program of Facility Performance Evaluations (FPEs) to review design, construction and operation of new or renovated facilities within 9 months of completion. We performed FPEs in 75% of the targeted projects, and are working to develop a detailed FPE “scorecard” to provide better feedback to our project teams. These evaluations are connected also to an overall program to improve building commissioning as part of our design and construction process to ensure that buildings operate at optimal levels when completed.
- At 245 square feet per employee, our Space Utilization Rate – which measures the efficiency of how our IFM-managed locations are using space – is below the target of 185. This is in large part due to the inefficient layout of many older state facilities. This is an important measure to track. Under IFM we want to help agencies shed more expensive privately leased space and move into state facilities that have excess capacity. Ongoing tracking of this measure will help identify those opportunities.

Improving Building Delivery, Leasing and Real Estate Disposition: Reduce time required to complete state capital construction projects and real estate transactions, and more effectively process leases of private space

- The Administration has looked to DCAMM’s master planning program to help guide capital investment in state facilities. About 70% of our FY 2014 facility capital expenditure can be tied to master plans.
- DCAMM has significantly improved its on-time performance for capital projects in FY 2014. Construction phase targets were met this year after a major reduction in late days on these projects from previous years (down from 31% over schedule to 10%). Significant improvements can also be seen in both design (near target) and study phases. We met our budget targets for both construction and

design phases, although early budget projections (during studies) are showing more variance than in previous reports. Signs of market escalation point to the need to continue to carefully monitor in this area.

- We are applying Lean Construction principles on five major projects in FY 2015, with more to be identified going forward. This effort will include using Lean for the first time during the design phase. Our goal is to eventually have Lean Construction as a standard practice on all major projects.
- Additionally we have implemented a new program of “After Action Reviews” for our major construction projects. These bring together at the end of each project phase, our customers, designers, contractors, and the DCAMM team to discuss what went well, and what could be improved. These lessons learned are then passed along to the next phase of the project, or to other DCAMM project teams working on similar projects. Of course, the intent is to learn to avoid problems that can disrupt project schedules and budgets, and impact the overall quality of the project.
- We are implementing standards to expand the use of Building Information Modeling (BIM). These are three dimensional computer-generated designs that have great potential for improving project delivery and long-term facility management. Improved building commissioning standards are also being implemented to ensure design and construction quality, and smooth operation of buildings after construction.
- A list of priority transactions was established for both real estate and leasing at the beginning of FY 2014. Our goal was to complete all of these transactions, but specific circumstances on a number of these prevented completion by the end of the Fiscal Year. Nearly two-thirds of the target transactions were completed for real estate. About half of the leasing transactions were completed by the end of FY 2014 (several more have been completed in Q1 of FY15, but still later than originally thought). We are implementing Lean process improvements through a joint initiative with the Executive Office for Health and Human Services (EHS) that is estimated to reduce the leasing cycle for EHS by at least a month (with potential for more).

Improving Energy Efficiency: Increase overall energy efficiency and reduce utility operating costs and greenhouse gases from state facilities

- Our Accelerated Energy Program (AEP) is an ambitious program begun two years ago to initiate or complete energy conservation measures at 700 state-owned sites throughout the Commonwealth. As of October 31, 2014 we have initiated or completed 669 of 700 projects, on track to meet the overall goals of the program when it ends on December 31, 2014. The AEP impacts a portfolio comprising nearly 65 million square feet. Planning for “AEP 2.0,” the next phase of energy projects has begun.

- Per square foot energy costs are up slightly in DCAMM's MassResults "Index" facility set for FY 2014, up from \$2.76/sf in FY2013 to \$3.00/sf in FY 2014. Rising heating oil prices during the period contributed to this increase.

Expanding Access and Opportunity: Increase participation of M/WBEs and minority and women workforce members in DCAMM facility-related contracts and projects

- DCAMM continues to meet or exceed targets for contracts awarded to minority and women-owned firms (M/WBEs) for both construction and design. M/WBE participation is up from 10.4% in FY2013 to 13.7% in FY 2014 for construction contracts, for example.
- The results are mixed for our efforts to expand our pool of M/WBEs in certain underrepresented trades. Many important trade categories have few M/WBEs certified to bid on public projects. We are improving in 3 out of 4 categories that we track, but we are still below targets in all categories and continue our outreach efforts to address this gap.
- The percent of minority workers on DCAMM projects is slightly below our target of 15.7%. Challenges continue in attracting more women construction workers on our projects. With a target level of 6.9% and FY 2014 performance at 1.0% we are significantly below where we want to be, and we are continuing to engage labor unions, contractors, and other industry stakeholders in efforts to address this gap, building on successful approaches used recently at projects at UMass Boston.

Supporting Economic Development: Promote positive economic impacts within Gateway Cities through DCAMM programs

- More than one-third of DCAMM's facility-related capital investment was targeted to projects within the Commonwealth's Gateway Cities. This is trending downward slightly with increased investment in critical projects outside of Gateway Cities, including important new laboratory facilities at UMass Amherst and UMass Boston, upgrades at the Middlesex House of Correction in Billerica, and others.
- The proportion of space leased on the private market to house state functions improved in Gateway Cities, with nearly half of the total number of leases located within these communities. Their share of total rents also improved, and total square feet rented remained stable in FY 2014 at 38% and 45% respectively.
- Brockton, Springfield, Lawrence, and Salem are Gateway Cities where DCAMM is pursuing development plans that will benefit the businesses and residents of these communities. Many of these involve public higher education institutions, including an innovative downtown campus in Brockton that will offer services from UMass Boston, Bridgewater State University, and Massasoit Community

College. DCAMM is also partnering with the City of Lawrence and Northern Essex Community College to bring a new Public Safety training facility, combined with a new City Police Station, to downtown.

Other Key Initiatives for Transforming How We Do Business

Beginning in spring of 2011, DCAMM began integrating new leadership approaches, strategic planning, Lean Six Sigma process improvements, performance measurement, and strategic upgrades in information technology into a customer-centered approach to service delivery. Below is a summary of important initiatives that, while not currently tracked under MassResults, are still critical to our transformation efforts.

- **Lean Six Sigma:** We continue into the next phase of deploying this widely respected process improvement approach in all areas of our work. We are involving new teams that cut across traditional “silos” to improve service delivery for our customers.

Training is an important component of Lean, and we have put in place a new one-day training program that not only teaches the basics of Lean, but asks participants to propose an actual process improvement that they can work on with others after the training.

We have identified 5 major capital projects that will apply Lean principles during construction, working to expand its reach into the design and study phases of our projects as well.

- **Strategic Information Technology Improvements:** DCAMM’s ANF-IT team worked closely with our staff to publish a comprehensive IT Strategy “Road Map” in June of 2014. Our new Capital Asset Management Information System (or CAMIS) is a center-piece of that strategy, and the first modules have been implemented, including the operations and maintenance module that went “live” in late October 2014. The new CAMIS will provide strong support to our ongoing IFM efforts, serving as our central source for all facility-related information across the Commonwealth. This is a state-of-the-art solution that will be used not only by our agency, but other agencies that manage their own facilities. We are also piloting a new Electronic Content Management system to better manage our documents, eventually reduce the need for paper files, and allow critical information to be indexed and searched electronically.

We are pursuing other key IT upgrades, including a new online contractor certification system that will serve contractors applying to DCAMM, and other public agencies and municipalities looking to contract with these firms.


We are improving our construction project management system, and putting in place new standards for Building Information Modeling (BIM) technology that provides electronic 3D models of building plans developed during study and design phases.

DCAMM has also been selected as one of three pilot agencies for ANF's new Enterprise Performance Management Solution – an Oracle-based system that will help agencies expand the use of performance measurement and strategic planning.







Enhancing DCAMM's Work Environment and Culture: Fully engaged employees working on effective teams are at the heart of our business transformation. Lean, for example, is very much an employee-driven approach to improving service delivery that emphasizes process improvement from end-to-end, identifying and eliminating operational silos that can create waste and impact the quality of services to our customers. Our commitment to transforming our culture and work environment is reflected in our ongoing leadership training, staff training in Lean and other areas, and the constant dialog around continuous improvement at all levels of the agency.




Performance Dashboard

Improving Customer Service






Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Percentage of DCAMM building occupants satisfied with the level of service provided to them	NA	NA	81%	NA	85%		Current data is FY14. Data is from customer surveys completed during FY14 for McCormack Building, Massachusetts Information Technology Center (MITC), and State Transportation Building.

Improving Performance and Longevity of State Facilities via Integrated Facilities Management (IFM)






Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Facility Condition Index (FCI)	NA	10%	10%	Stable	<12%		Data compares FY13 and FY14. Latest FCI for DCAMM-managed facilities as of September 12, 2014
Service levels in building operations and maintenance: Way Finding	NA	NA	74%	NA	80%		Current data is FY14. Data is from customer surveys completed during FY 14 for McCormack, MITC, and State Transportation Buildings.
Service levels in building operations and maintenance: Safety	NA	NA	82%	NA	85%		Current data is FY14. Data is from customer surveys completed during FY 14 for McCormack, MITC, and State Transportation Buildings.
Service levels in building operations and maintenance: Security	NA	NA	89%	NA	85%		Current data is FY14. Data is from customer surveys completed during FY 14 for McCormack, MITC, and State Transportation Buildings.
Service levels in building operations and maintenance: Cleanliness	NA	NA	74%	NA	80%		Current data is FY14. Data is from customer surveys completed during FY 14 for McCormack, MITC, and State Transportation Buildings.
Service levels in building operations and maintenance: Appearance	NA	NA	68%	NA	80%		Current data is FY14. Data is from customer surveys completed during FY 14 for McCormack, MITC, and State Transportation Buildings.

STATUS LEGEND		=> Target		=> 75% to <99%		< 75% of Target	NA	Not Applicable
------------------	---	-----------	---	----------------	--	-----------------	----	----------------




Improving Performance and Longevity of State Facilities via Integrated Facilities Management (IFM) (continued)




Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Service levels in building operations and maintenance: Climate control/air quality	NA	NA	57%	NA	80%		Current data is FY14. Data is from customer surveys completed during FY 14 for McCormack, MITC, and State Transportation Buildings. DCAMM plans to complete comprehensive energy retrofits at McCormack and MITC buildings within the next 2-3 years. Each of these projects includes HVAC upgrades which should improve conditions for building occupants.
Service levels in building operations and maintenance: Accessibility	NA	NA	77%	NA	85%		Current data is FY14. Data is from customer surveys completed during FY 14 for McCormack, MITC, and State Transportation Buildings.
Service levels in building operations and maintenance: Maintenance/repair	NA	NA	79%	NA	80%		Current data is FY14. Data is from customer surveys completed during FY 14 for McCormack, MITC, and State Transportation Buildings.
Space Utilization Rate at DCAMM-managed facilities (ratio of building square feet/employees at the site)	NA	237	246	Worsening	185		Data compares FY13 and FY14. Report reflects best available data as of 9/6/2014. Headcount data provided by State Comptroller's Office indicates a slight drop in employee counts at certain buildings leading to an increase in square feet per employee.
Percentage of new facilities (including major renovations) that receive Facility Performance Evaluations within 9 months of occupancy.	NA	NA	75%	NA	100%		Current data is FY14. There is no measure trend since this is the first time this measure is reported. Facility Performance Evaluations were completed at 3 of the 4 buildings that were part of the target group per measure definition.
Integrated Facilities Management Operating Cost Index – direct building operating costs for building per square foot	NA	NA	\$4.58	NA	NA	NA	Current data is FY14. FY14 is the first time this measure is being reported and will serve as a baseline going forward. Data only includes direct costs related to major building service contracts. Staffing costs are being tracked for FY15 and will be incorporated into this measure for FY15.

Improving Building Delivery, Leasing, and Real Estate Disposition


Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Percentage of DCAMM's approved facility-related capital investment directed by master plans	62%	71%	70%	Stable	N/A	NA	Data compares FY12, FY13 and FY14. Represents actual expenditures for all funding sources for facility-related capital projects tied to master plans during FY14.
On-time project delivery: weighted average schedule variance across all construction phase projects completed in the reporting fiscal year	22%	31%	10%	Improving	10%		Data compares FY12, FY13 and FY14. On time construction projects have improved dramatically over the past year. Additional gains are expected through application of Lean construction at several key projects starting construction. We are launching a new program of "After Action Reviews" to capture lessons learned from project teams and customers for further improvement.
On-time project delivery: weighted average schedule variance during design - all project designs completed in the reporting fiscal year	38%	68%	11%	Improving	10%		Data compares FY12, FY13 and FY14. On-time design projects have improved dramatically over the past year. Additional gains are expected as we expand the use of Lean principals through the entire project cycle, including the design phase.
On-time project delivery: weighted average schedule variance during study phases - all project studies completed in the reporting fiscal year	76%	94%	64%	Improving	25%		Data compares FY12, FY13 and FY14. On-time study performance has improved year over year, but is still below target level. We are looking at new approaches, including implementation of Lean process improvements during the study process and After Action Reviews to gather improvement ideas from customers and other project partners.
On-budget project delivery: weighted average total project cost growth across all construction phase projects completed in the reporting fiscal year	-5%	-7%	-3%	Worsening	0%		Data compares FY12, FY13 and FY14. Construction market pricing is trending upward with improvement in the economy, and will be monitored closely.
On-budget project delivery: weighted average total project cost growth during design all project designs completed in the reporting fiscal year	-5%	0%	2%	Worsening	10%		Data compares FY12, FY13 and FY14. Construction market pricing is trending upward with improvement in the economy, and will be monitored closely.




Improving Building Delivery, Leasing, and Real Estate Disposition (continued)

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
On-budget project delivery: weighted average total project cost growth during study phases all project studies completed in the reporting fiscal year	5%	15%	20%	Worsening	15%		Data compares FY12, FY13 and FY14. Construction market pricing is trending upward with improvement in the economy, and will be monitored closely.
Percentage of annual leasing goals accomplished in the reporting fiscal year in support and administration priorities	NA	NA	50%	NA	100%		Current data is FY14. New measure with no FY13 data. DCAMM is applying Lean improvements for leasing to help reduce the time it takes to complete the leasing process.
Percentage of annual targets achieved for closing of real estate transactions in the reporting fiscal year	NA	NA	64%	NA	100%		Current data is FY14. There is no previous year data since this is the first time tracking this measure. DCAMM completed 16 of 25 planned real estate transactions.






STATUS LEGEND		=> Target		=> 75% to <99%		< 75% of Target	NA	Not Applicable
--------------------------	---	-----------	---	----------------	--	-----------------	----	----------------




Improving Energy Efficiency

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Accelerated Energy Program: Percentage of sites underway compared to goal	NA	92%	100%	Improving	90%		Data compares FY13 and FY14. We are achieving 100% of our goal under the AEP which is to get all projects underway or completed by 12/31/14. "Underway" includes projects that are in study, audit, procurement, or construction.
Energy costs at DCAMM-managed facilities	\$2.82	\$2.76	\$3.00	Worsening	N/A	NA	Data compares FY12, FY13 and FY14. No specific targets have been established, but tracking the trends in utility costs is an important component of DCAMM's building and cost management under IFM. Inflation was 1.5-2% for the period. Costs from the following facilities are used to calculate the per sf rate: State Transportation Building, McCormack, Hurley, Lindemann, Springfield and Pittsfield state office buildings, Lancaster Complex. Higher oil costs last year affected our Lancaster location in particular.




STATUS LEGEND		=> Target		=> 75% to <99%		< 75% of Target	NA	Not Applicable
------------------	---	-----------	---	----------------	--	-----------------	----	----------------




Expanding Access and Opportunity

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Percentage annual awards to M/WBE firms: construction contracts	10.4%	10.4%	13.7%	Improving	10.4%		Data compares FY12, FY13 and FY14. While we are currently exceeding this combined goal for minorities and women-owned enterprises, DCAMM is committed to continued outreach to expand the pool of both minority and women-owned firms. DCAMM sponsored a successful "Opportunity Fair" for potential firms that was held at the Reggie Lewis Center in Roxbury in November 2014 in collaboration with MassDOT, MassHousing, and a number of other agencies.
Percentage annual awards to M/WBE firms: design contracts	36.9%	36.6%	31.4%	Worsening	17.9%		Data compares FY12, FY13 and FY14. DCAMM continues to exceed the goals for M/WBE awards to design firms.
Percentage of workforce on DCAMM construction projects: minority workers	18.5%	15.7%	15.0%	Worsening	15.3%		Data compares FY12, FY13 and FY14. DCAMM is evaluating successful approaches at the Integrated Sciences Complex recently completed at UMass Boston for use on other projects.
Percentage of workforce on DCAMM construction projects: women workers	0.7%	1.2%	1.0%	Worsening	6.9%		Data compares FY12, FY13 and FY14. Significant challenges remain in attracting women within the construction industry as a whole. DCAMM is evaluating successful approaches at the Integrated Sciences Complex recently completed at UMass Boston for use on other projects.
Percentage DCAMM certified prime contractors that are M/WBEs: no specialized licensing requirements	NA	4%	7%	Improving	8%		Current data is FY14 and prior period data is FY13. DCAMM has been doing outreach to the M/WBE contractor community which has helped to bolster certifications in some categories.

STATUS LEGEND		=> Target		=> 75% to <99%		< 75% of Target	NA	Not Applicable
--------------------------	---	-----------	---	----------------	--	--------------------	----	----------------




Expanding Access and Opportunity (continued)

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Percentage DCAMM certified prime contractors that are M/WBEs: specialized licensing requirements	NA	2%	7%	Improving	8%		Current data is FY14 and prior period data is FY13. DCAMM has been doing outreach to the M/WBE contractor community which has helped to bolster certifications in some categories.
Percentage DCAMM certified subcontractors that are M/WBEs: no specialized licensing requirements	NA	5%	4%	Worsening	8%		Current data is FY14 and prior period data is FY13. DCAMM has been doing outreach to the M/WBE contractor community which has helped to bolster certifications in some categories.
Percentage DCAMM certified subcontractors that are M/WBEs: specialized licensing requirements	NA	3%	6%	Improving	8%		Current data is FY14 and prior period data is FY13. DCAMM has been doing outreach to the M/WBE contractor community which has helped to bolster certifications in some categories.

STATUS LEGEND		=> Target		=> 75% to <99%		< 75% of Target	NA	Not Applicable
------------------	---	-----------	---	----------------	--	-----------------	----	----------------

Supporting Economic Development

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Gateway Cities (GWCs): Percentage of leased square feet located within GWCs	44%	44%	45%	Improving	NA	NA	Data compares FY12, FY13 and FY14. This measure tracks trends over time without specific targets. General trend is improving from last year to this year.
Gateway Cities (GWCs): Percentage of annual rent paid for leases in GWCs	37%	37%	38%	Improving	NA	NA	Data compares FY12, FY13 and FY14 trends without specific targets. General trend is improving from last year to this year. The measure reflects the percent of total payments for private leases paid for space located within Gateway Cities.
Gateway Cities (GWCs): Percentage of total lease agreements located in GWCs	48%	48%	48%	Stable	NA	NA	Data compares FY12, FY13 and FY14. This measure tracks trends over time without specific targets. General trend is stable from last year to this year.
Gateway Cities (GWCs): Percentage of DCAMM's annual facility-related capital investment targeting GWCs	47%	40%	35%	Worsening	NA	NA	Data compares FY12, FY13 and FY14. This only tracks trends without a specific target over a three year rolling average for these years. Downward trend reflects project spending on several priority projects in non-Gateway Cities - examples include new Academic and Science Buildings at UMass Amherst and UMass Boston, along with expanding Middlesex Jail in Billerica due to closure of the Cambridge Facility.

STATUS LEGEND		=> Target		=> 75% to <99%		< 75% of Target	NA	Not Applicable
--------------------------	---	-----------	---	----------------	--	-----------------	----	----------------

DCAMM's current strategic plan was first formulated more than three years ago. It's necessary to keep this plan current, so DCAMM is now updating our strategic plan, performance measures, and strategic initiatives. This will help to guide the agency in the coming years, and provide a solid foundation from which to seek additional input and direction from the new Administration.

We have a small Core Team of mid-level staff working to review and update our goals, measures, and initiatives. The Core Team then makes recommendations to our Senior Management team through a series of planning workshops. As part of this effort we are adapting the Balanced Scorecard framework for our agency.

Our priority for the coming year is to ensure the continued expansion and successful implementation of our IFM initiative:

- A top priority under IFM is the full implementation of the recently approved IFM Facility Management and Maintenance Standards at DCAMM-managed facilities. There are 17 of these standards in all, and the challenge is to ensure that our buildings are operated in accordance with these standards, while also maintaining the ability to respond to specific needs of our customers at each building.
- DCAMM is working with ANF on budget proposals for FY16 that provide a funding mechanism for key components of IFM, including better ways to manage space rental payments from occupants of DCAMM-managed buildings.
- Continued deployment of CAMIS and other IT upgrades in the coming year will directly benefit our IFM operations, and provide important data on performance in this area.
- We will continue to seek input from our IFM customers on how to improve services. We will get this feedback through expanding occupant surveys, ongoing regional governance meetings, and the IFM Steering Committee.
- We are implementing regular Facility Performance Evaluations for our IFM facilities that will be similar to those done for new construction, but will be completed on a more regular basis to ensure standards are being met, and corrective actions taken as needed.
- We are implementing a "Job Order Contracting" (JOC) pilot under IFM with special legislative authorization. This has great potential to provide quick, effective repair services in support of state facilities, while also providing expanded opportunities for smaller contractors to participate in state contracts.

We will build on our successes in improving on-time and on-budget performance on capital projects, and complete several key real estate transactions:

- We are expanding the use of management level dashboards that, combined with other improvements in our project tracking systems, will provide better "real time" feedback on project performance, upcoming milestones, and project budget status for both our project managers and our senior team.

- After Action Reviews and Facility Performance Evaluations will be expanded for major projects to provide project-based learning to improve performance.
- New standards for commissioning buildings and for the use of Building Information Modeling (BIM) will be implemented in the coming year to ensure that buildings are constructed right and operate as efficiently as possible.
- Five projects are using Lean Construction in the coming year, with more to be identified. This will help improve schedule performance and overall quality on these key projects.
- We will complete the transfer of three major campuses to local communities under our innovative Sale Partnership Model – the former Fernald State School (to Waltham); the former Westboro State Hospital; the former Medfield State Hospital. This new model allows quick transfer to local communities, giving them control of the redevelopment process with proceeds from the eventual redevelopment shared between the municipality and the Commonwealth.

We will continue to aggressively pursue energy efficiency at state facilities, building off of the successes under the Accelerated Energy Program (AEP):

- DCAMM's AEP has been a tremendous success, and we are looking to capture lessons related to partnering with vendors and utilities, along with strategic procurement and financing of energy-related services as we go forward beyond the 12/31/14 end date for AEP ("AEP 2.0").
- We are also committed to expand installations of renewables throughout the Commonwealth, including additional wind turbines, solar, and geothermal systems where appropriate. Specific targets for these will be developed as we update our strategic plan.

We will continue outreach activities and other innovative programs to expand access and opportunities on public contracts will continue into FY15 and beyond:

- In November 2014 DCAMM sponsored the first of its kind "Opportunity Fair" in conjunction with MassDOT, the MBTA, MassPort, UMass Building Authority, Mass Housing, and other agencies. This provided prospective firms, including M/WBEs, insight into upcoming projects and specifics on how to get involved.
- An innovative "small project certification" level is being implemented in FY 2015 which, combined with our JOC pilot, will expand opportunities for smaller contractors (including M/WBEs).

- We are building on the successful model used recently at the UMass Boston Integrated Sciences Complex, applying lessons learned there to other projects to help expand women and minority workers on our capital projects.

Key projects will support economic development throughout the Commonwealth:

- We will make critical progress on several key Gateway Cities projects, including a new Higher Education Collaborative Campus in Downtown Brockton; Greenfield Community College Childcare Center; a new Public Safety Facility in Lawrence (in collaboration with Northern Essex Community College and city and state Public Safety agencies).
- A new system will be put in place to analyze jobs created from DCAMM capital projects, combining online tracking from our job sites with generally accepted economic models to estimate these important impacts.

Additional Lean Six Sigma process improvements will be implemented to improve customer service speed and quality in conjunction with better performance management:

- DCAMM staff has submitted dozens of process improvement ideas since the start of FY 2014, with more on the way, ranging from simple fixes to larger Lean events to eliminate waste and improve quality on our most complex project management, building operations, or financial processes.
- We are deploying teams to explore these ideas and to develop concrete action steps to implement improvements – all in the interest of better serving our customers.
- DCAMM will expand the use of surveys and other feedback tools in all of our teams to better understand the “voice of the customer” to better target Lean efforts and other service improvements.

Performance management, which is still relatively new to our agency’s culture, will be taken to the next level. Data will be more regularly shared and discussed at all levels of staff, and presented visually across the agency and with our customers as part of “Lean Visual Management.” We will leverage ANF’s Enterprise Performance Management IT solution to capture, analyze and communicate performance data.

Measure Descriptions

GOAL	MEASURE	DESCRIPTION
Improving Customer Service	Percentage of DCAMM building occupants satisfied with the level of service provided to them	This measure tracks the combined total of DCAMM building occupants indicated that they were satisfied or slightly satisfied with services provided (language drawn from similar Federal GSA survey for benchmarking purposes). This customer service measure will be expanded over time to include other DCAMM business units.
	Facility Condition Index	This measure tracks the industry standard index calculated as the ratio of total cost of building condition deficiencies divided by total asset replacement cost.
Improving Performance and Longevity of State Facilities via Integrated Facilities Management (IFM)	Service levels in building operations and maintenance: Way Finding	This measure tracks building occupant surveys, specifically questions related to levels of satisfaction with building way finding (directional signage within buildings).
	Service levels in building operations and maintenance: Safety	This measure tracks building occupant surveys, specifically total percentage of respondents very satisfied or somewhat satisfied with building safety.
	Service levels in building operations and maintenance: Security	This measure tracks building occupant surveys, specifically total percentage of respondents very satisfied or somewhat satisfied with building security.
	Service levels in building operations and maintenance: Cleanliness	This measure tracks building occupant surveys, specifically total percentage of respondents very satisfied or somewhat satisfied with building cleanliness.
	Service levels in building operations and maintenance: Appearance	This measure tracks building occupant surveys, specifically total percentage of respondents very satisfied or somewhat satisfied with building appearance.
	Service levels in building operations and maintenance: Climate control/air quality	This measure tracks building occupant surveys, specifically total percentage of respondents very satisfied or somewhat satisfied with building climate control/air quality.
	Service levels in building operations and maintenance: Accessibility	This measure tracks building occupant surveys, specifically total percentage of respondents very satisfied or somewhat satisfied with building accessibility.

GOAL	MEASURE	DESCRIPTION
Improving Performance and Longevity of State Facilities via Integrated Facilities Management (IFM)	Service levels in building operations and maintenance: Maintenance/repair	This measure tracks building occupant surveys, specifically total percentage of respondents very satisfied or somewhat satisfied with building maintenance and repair.
	Space Utilization Rate at DCAMM-managed facilities (ratio of building square feet/employees at the site)	This measure tracks performance against an industry benchmark reflecting the ratio of square feet per employee. This is calculated for state-owned office space managed by DCAMM with useable square feet (excluding building common areas, equipment rooms, etc.)
	Percentage of new facilities (including major renovations) that receive Facility Performance Evaluations (FPEs) within 9 months of occupancy.	This measure tracks major construction projects completed within a fiscal year, and measures the percentage of those that have an FPE performed within the 9 month target period.
	Integrated Facilities Management Operating Cost Index – direct building operating costs for building per square foot	This measure tracks year-over-year changes in operating costs on a per square foot basis for buildings managed by DCAMM under IFM. The measure combines two key cost drivers: (1) contracted building services, and (2) staffing costs for facility management personnel in IFM buildings. Utility costs are specifically excluded to control for seasonal and commodity market price fluctuations (however energy costs per square foot are tracked under a separate DCAMM measure). This measure tracks trends over time with no specific target.
Improving Building Delivery, Leasing, and Real Estate Disposition	Percentage of DCAMM’s approved facility-related capital investment directed by master plans	This measure tracks the percentage of dollars invested in capital facility projects (per approved spending plan) that is directed to those projects as a result of one of several master planning approaches utilized by DCAMM and approved by ANF. This measure tracks trends over time (no specific target established, however the goal is to increase this number as much as possible).

GOAL	MEASURE	DESCRIPTION
Improving Building Delivery, Leasing, and Real Estate Disposition	On-time project delivery: weighted average schedule variance across all construction phase projects completed in the reporting fiscal year	This measure tracks the aggregate difference between planned duration vs. actual duration across all projects completing construction during the Fiscal Year. The difference (planned vs. actual days) is then expressed as a percentage of the aggregate planned days, with a target not to exceed 10 percent. Construction duration is measured from contractor Notice to Proceed for construction through beneficial use and occupancy for each project, plus valued added time extensions granted by DCAMM (if any). "Yellow" status is indicated by a result >10% and < 15%.
	On-time project delivery: weighted average schedule variance during design - all project designs completed in the reporting fiscal year	This measure tracks the aggregate difference between planned duration vs. actual duration across all projects completing design during the FY. The difference (planned vs. actual days) is then expressed as a percentage of the aggregate planned days, with a target not to exceed 10 percent. Design duration is measured from designers Notice to Proceed to delivery of final bid documents for each project. "Yellow" status is indicated by a result >10% and <15%.
	On-time project delivery: weighted average schedule variance during study phases - all project studies completed in the reporting fiscal year	This measure tracks the aggregate difference between planned duration vs. actual duration across all projects completing studies during the Fiscal Year. The difference (planned vs. actual days) is then expressed as a percentage of the aggregate planned days, with a target not to exceed 25 percent. Study duration is measured from study-firms Notice to Proceed to final study certification for each project. "Yellow" status is indicated by a result >25% and <30%.

GOAL	MEASURE	DESCRIPTION
Improving Building Delivery, Leasing, and Real Estate Disposition	On-budget project delivery: weighted average total project cost growth across all construction phase projects completed in the reporting fiscal year	This measure tracks the aggregate difference between planned total project costs vs. actual total project costs across all projects completing construction during the Fiscal Year. The difference (planned vs. actual costs) is then expressed as a percentage of the aggregate planned costs, with a target of 0% (no growth). Total project cost is measured from the time of contractor award through project completion.
	On-budget project delivery: weighted average total project cost growth across all design project phases completed in the reporting fiscal year	This measure tracks the aggregate difference between planned total project costs vs. actual total project costs across all projects completing design during the Fiscal Year. The difference (planned vs. actual costs) is then expressed as a percentage of the aggregate planned costs, with a target not to exceed 10%. Total project cost is measured from estimate at the time of design start (certified study) and again at the award of the construction contract.
	On-budget project delivery: weighted average total project cost growth across all study project phases completed in the reporting fiscal year	This measure tracks the aggregate difference between planned total project costs vs. actual total project costs across all projects completing studies during the Fiscal Year. The difference (planned vs. actual costs) is then expressed as a percentage of the aggregate planned costs, with a target not to exceed 15 %. Total project cost is estimated at the time of start of study and again at study certification.
	Percentage of annual leasing goals accomplished in the reporting fiscal year in support and administration priorities	This measure tracks the percentage of priority lease transactions completed at the end of each Fiscal Year based on a plan developed at the beginning of the Fiscal Year.

Improving Building Delivery, Leasing, and Real Estate Disposition	Percentage of annual targets achieved for closing of real estate transactions in the reporting fiscal year	This measure tracks the percentage of real estate transactions completed at the end of each Fiscal Year, based on a plan developed at the beginning of the Fiscal Year.
Improving Energy Efficiency	Accelerated Energy Program: Percentage of sites underway or completed compared to goal	This measure tracks the number of AEP sites either underway or completed compared to the goals established for the program. Projects underway include those that are in study, audit, procurement, or construction.
	Energy costs at DCAMM-managed facilities	This measure tracks total annual expenditure for energy-related costs at DCAMM-managed facilities and divides by the square footage for that facility. There are no specific targets set for this measure.
Expanding Access and Opportunity	Percentage annual awards to M/WBE firms: construction contracts	This measure tracks the percentage of all construction contracts awarded during the Fiscal Year that went to M/WBE firms, including both prime contractors and subcontractors.
	Percentage annual awards to M/WBE firms: design contracts	This measure tracks the percentage of all design contracts awarded during the Fiscal Year that went to M/WBE firms.
	Percentage of workforce on DCAMM construction projects: minority workers	This measure tracks the percentage of all work hours put in at DCAMM construction sites during the Fiscal Year by minority workers.
	Percentage of workforce on DCAMM construction projects: women workers	This measure tracks the percentage of all work hours put in at DCAMM construction sites during the Fiscal Year by women workers.

Expanding Access and Opportunity	Percentage DCAMM certified prime contractors that are M/WBEs: no specialized licensing requirements	This measure tracks a composite index that measures DCAMM's ability to attract and certify M/WBE contractors in several key trade categories. Current levels and targets were derived through analysis of individual trade categories (October 2013). These individual targets were then "bundled" into four groups to provide a composite "scorecard" under MassResults. Trade categories scored for Prime/No License Required include: demolition; masonry; painting; roofing/floor covering/waterproofing.
	Percentage DCAMM certified prime contractors that are M/WBEs: specialized licensing requirements	This measure tracks a composite index that measures DCAMM's ability to attract and certify M/WBE contractors in several key trade categories. Current levels and targets were derived through analysis of individual trade categories (October 2013). These individual targets were then "bundled" into four groups to provide a composite "scorecard" under MassResults. Trade categories scored for Prime/License required include: deleading; general construction; fire protection; mechanical/electrical/plumbing.
	Percentage DCAMM certified subcontractors that are M/WBEs: no specialized licensing requirements	This measure tracks a composite index that measures DCAMM's ability to attract and certify M/WBE subcontractors in several key trade categories. Current levels and targets were derived through analysis of individual trade categories (October 2013). These individual targets were then "bundled" into four groups to provide a composite "scorecard" under MassResults. Trade categories for Subs/No license include: masonry; metal windows/glass/glazing; painting; roofing/waterproofing/acoustical tiling.

	Percentage DCAMM certified subcontractors that are M/WBEs: specialized licensing requirements	This measure tracks a composite index that measures DCAMM's ability to attract and certify M/WBE subcontractors in several key trade categories. Current levels and targets were derived through analysis of individual trade categories. These individual targets were then "bundled" into four groups to provide a composite "scorecard" under MassResults. Trade categories for Subs/license required include: fire protection; electrical/plumbing.
Supporting Economic Development	Gateway Cities (GWCs): Percentage of leased square feet located within GWCs	This measure tracks the percentage of all space (based on square footage) obtained through DCAMM on behalf of state agencies located within Gateway Cities.
	Gateway Cities (GWCs): Percentage of annual rent paid for leases in GWCs	This measure tracks the percentage of all annual rent paid on leases obtained through DCAMM on behalf of state agencies paid for locations within Gateway Cities.
	Gateway Cities (GWCs): Percentage of total lease agreements located in GWCs	This measure tracks the percentage of all lease agreements obtained through DCAMM on behalf of state agencies that are located within Gateway Cities.
	Gateway Cities (GWCs): Percentage of DCAMM's annual facility-related capital investment targeting GWCs	This measure tracks the percentage of all facility-related capital investment approved on DCAMM's annual spending plan committed to projects in Gateway Cities. Uses a rolling average calculated over the last three complete fiscal years.

Noteworthy Changes, Additions or Deletions

New Measures:

Integrated Facilities Management Operating Cost Index – direct building operating costs for building per square foot.

This measure tracks year-over-year changes in operating costs on a per square foot basis for buildings managed by DCAMM under IFM. The measure combines two key cost drivers: (1) contracted building services, and (2) staffing costs for facility management personnel in IFM buildings. Utility costs are specifically excluded to control for seasonal and commodity market price fluctuations (however energy costs per square foot are tracked under a separate DCAMM measure). This measure tracks trends over time with no specific target.

Measures No Longer Used:

- DCAMM developed a series of measures to track our accessibility program, beginning in FY 2014. These were not used, however, as this program is still ramping up, and we are learning more about matching resources to the wide scope of this effort. For FY 2015 we will be selecting a new set of strategic performance measures that will reflect our progress on this important initiative.
- There were three energy-related measures that are no longer used in FY 2014. The data on reduction in consumption at all state facilities and the corresponding reductions in greenhouse gas emissions are both generated and reported by EOEEA/DOER's Leading by Example team. Also, the Accelerated Energy Program (AEP) measure for "sites completed" is no longer used since the targets of the program are geared towards initiating or completing projects at 700 sites by 12/31/14, which is already tracked under another DCAMM measure.

NOTE: In order to be consistent across our results dashboard, for this report we have rounded up or down as appropriate the current and previously reported values to the nearest whole number. Exceptions to this include any dollar value results, and certain Access and Opportunity categories which have published goals outside of MassResults that specify one decimal place.